



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Workshop

Wednesday, February 26, 2020
8:30 a.m. – 10:30 a.m.

Florida Polytechnic University – Student Development Center
4700 Research Way, Lakeland, FL 33805

Dial In Number: 415-655-0001 | Access Code: 647 881 512#

Don Wilson, Chair	Cliff Otto, Vice Chair	Mark Bostick
Dr. Victoria Astley	Rear Admiral Philip Dur	Dr. W. Earl Sasser
Ryan Perez	Frank Martin	Henry McCance
Dr. Adrienne Perry	Dr. Louis Saco	Bob Stork
Gary C. Wendt		

AGENDA

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| I. Call to Order | Don Wilson, Chair |
| II. Roll Call | Kristen Wharton |
| III. Public Comment | Don Wilson, Chair |
| IV. <u>Approval of the December 11, 2019 Minutes</u>
<i>*Action Required*</i> | Don Wilson, Chair |
| V. <u>Legislative Update</u> | Kathy Mizereck, AVP
Government Relations |
| VI. <u>2019-2020 Operations Plan Update</u> | Randy K. Avent, President |
| VII. Closing Remarks and Adjournment | Don Wilson, Chair |



FLORIDA POLYTECHNIC
UNIVERSITY

Board of Trustees Workshop

DRAFT WORKSHOP MINUTES

Wednesday, December 11, 2019
8:30 AM – 10:30 AM

Florida Polytechnic University – Student Development Center
4700 Research Way, Lakeland, FL 33805

I. Call to Order

Chair Don Wilson called the meeting to order at 8:30 a.m.

II. Roll Call

Kris Wharton called the roll: Chair Don Wilson, Vice Chair Cliff Otto, Trustee Mark Bostick, Trustee Ryan Perez, Trustee Henry McCance, Trustee Victoria Astley, Trustee Bob Stork, Trustee Earl Sasser, Trustee Philip Dur, Trustee Lou Saco, and Trustee Gary Wendt were present (Quorum).

Trustees not present: Trustee Adrienne Perry, Trustee Frank Martin

Staff present: President Randy Avent, Provost Terry Parker, Mr. Mark Mroczkowski, Ms. Gina Delulio, Ms. Kathy Bowman, Mr. Rick Maxey, Mrs. Kris Wharton, Mr. David Calhoun, Ms. Michele Rush, Mrs. Kim Abels, and Mr. David Blanton were present.

III. Public Comment

There were no requests received for public comment.

IV. Minutes

Trustee Bob Stork made a motion to approve the Board Workshop meeting minutes of September 10, 2019. Trustee Gary Wendt seconded the motion; a vote was taken, and the motion passed unanimously.

IV. 2019-2020 Operations Plan Update

President Avent began his presentation by stating it is time for the operations plan to become focused on performance and metrics versus transactional tasks. He reviewed changes on the accountability metrics page, then reviewed significant highlights related to each of the annual goals listed in the progress report.

Discussion occurred regarding development of online STEM courses and various challenges that occur with online learning. President Avent and Provost Parker stated the importance of addressing student engagement issues with online learning, noting that virtual technology may play a part in making online STEM learning successful. President Avent stated his desire to stay focused on building the curriculum

and student body for the next few years.

At the conclusion of President Avent's presentation, he asked for trustee feedback on the format of the quarterly report. One trustee stated it was too detailed, but most of the trustees appreciated the level of detail. President Avent stated he will continue to work on the format, perhaps providing a high-level executive brief with the detailed report behind it for those who wish to review them. Trustee Dur asked President Avent to focus more on where he is having a challenge or where he needs more resources or trustees' help. Trustee Sasser suggested providing the detailed report ahead of time but briefly sharing the highlights during the trustees' meeting.

V. 2020-2021 Operations Plan Discussion

President Avent proposed a new format for the yearly operational planning process, utilizing a tool called the balanced scorecard. He also discussed the planning and assessment cycle through the academic, calendar, and fiscal years. Trustees agreed President Avent should proceed with a planning schedule that works best for the University but asked him to focus his reports to the Board on the key challenges he faces and how trustees can assist with those challenges. Trustees strongly recommended they spend board meetings focused on key areas that affect the growth and well-being of the University versus lengthy discussion on policies and operational matters.

President Avent then shifted the discussion to plans for 2020-2021. For next year, he recommends focusing on the following five priorities: admissions, student progression, student experience, graduate program, and University advancement. Trustees agreed with these five priorities. Trustee Sasser recommended adding increasing quality faculty. Additionally, President Avent will change "advancement" to "advocacy" and include recommendations for funding the remainder of the Applied Research Center (ARC). In February, President Avent will return to the Board with an operational plan for 2020-2021 that includes these priorities.

VI. Performance Based Funding: BOT Choice Metric

President Avent provided a review of the mechanics of performance-based funding (PBF). He also covered each of the current metrics and where Florida Poly falls within each of them, followed by several options for the trustees to consider for the BOT choice metric. President Avent's top choice is "percent of graduates with workforce experience." Committee consensus confirmed this recommendation.

Trustee Philip Dur made a motion to approve "percent of graduates with workforce experience" as the BOT Choice Metric for Performance Based Funding (PBF). Trustee Gary Wendt seconded the motion; a vote was taken, and the motion passed unanimously.

VII. University Advocacy

Mr. Rick Maxey asked trustees to meet with key people in Tallahassee to advocate on behalf of the University. Trustee Stork affirmed the importance for Florida Poly trustees to talk with their local state representatives, those in the Governor's office, and with those you know have key relationships with people in Tallahassee. Mr. Maxey and Ms. Kathy Mizereck will contact trustees individually to discuss ways to move forward.

VIII. Closing Remarks and Adjournment

With no further business to discuss, the meeting adjourned at 10:47 a.m.

Florida Polytechnic University

Workshop

Board of Trustees

February 26, 2020

Subject: Legislative Update

Proposed Committee Action

Information only. No action required.

Background Information

Kathy Mizereck, Assistant Vice President, Government Relations, will give an update on the legislative session in Tallahassee, including the proposed bill that merges Florida Poly with University of Florida.

Supporting Documentation: N/A

Prepared by: Kathy Mizereck, Assistant Vice President, Government Relations

Florida Polytechnic University
Workshop
Board of Trustees
February 26, 2020

Subject: 2019-2020 Operations Plan Update

Proposed Committee Action

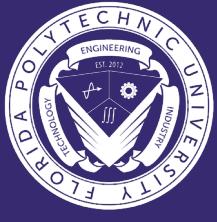
Information only. No action required.

Background Information

President Randy K. Avent will review the interim final report of the 2019-2020 Operational Plan.

Supporting Documentation: Interim final report, 2019-2020 Operational Plan

Prepared by: Dr. Randy K. Avent, President

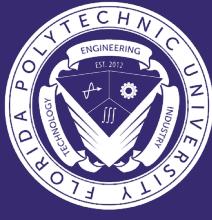


OPERATIONAL PLAN 2019-20

FLORIDA POLYTECHNIC UNIVERSITY

Interim Final Report
to the Board of Trustees

Randy K. Avent
February 2020

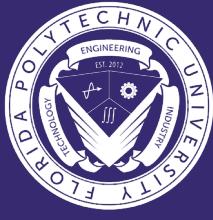


BOARD OF TRUSTEES
Operational Accountability Metrics

2019-20	Peer Group	SUS Average	2020-2021
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Degree Alignment				
% of Bachelors' Graduates Enrolled or Employed (\$25,000+)	75%		72%	78%
Median Wages of Bachelors' Graduates Employed Full-time	\$50,000		\$41,200	\$51,500
% of Bachelors' Degrees Awarded within Programs of Strategic Emphasis	100%	78%	51.37%	100%
% of Graduate Degrees Awarded within Programs of Strategic Emphasis	100%	74%	61.20%	100%
Student Success				
% Academic Progress Rate (GPA>2.0)	72%	81%	82%	(74%) 80%*
4-year FTIC Graduation Rate	37%	32%	41%	(40%) 39%*
6-year FTIC Graduation Rate (FT and PT students)	47%	62%	76%	(58%) 54%*
Time to Degree for FTICs in 120 hr. programs	4.7		4.2	4.6
% Baccalaureate Degrees without Excess Hours	95%		75%	(>75%) 80%*
Freshmen in Top 10% of HS Class	22%			23
Economic Development				
Bachelors' Degrees Awarded (First Majors Only)	320			320
Graduate Degrees Awarded (First Majors Only)	18			22
Total Research Expenditures (\$ in thousands)	\$750			\$1,000
% of Research Expenditures Funded from External Sources	69%			81%
Affordability				
Average Cost to Students (120 hours)	\$9.5K	\$21.9K	\$13.9K	(<\$14K) \$9K*
% University Access Rate (UG with Pell grant)	30%	24%	38%	(30) 29*

*(PREVIOUS GOAL) NEW, APPROVED 2020-2021 ACCOUNTABILITY REPORT GOAL



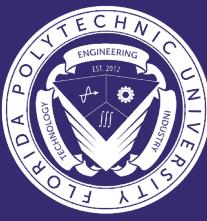
BOARD OF TRUSTEES
**Operational Goals
Progress Report**

OPERATIONAL GOALS 2019-2020

(DEGREE ALIGNMENT) BUILD PROMINENT PROGRAMS IN HIGH-PAYING INDUSTRIES

Goal 1: Enroll a high-quality and diverse incoming class

1. Despite a national decline in higher education enrollment for the eighth consecutive year, our freshman applications are up 31%: Graduate applications are currently flat.
 - a. *We overhauled our admissions strategy and operations.*
 - b. *We designed and developed new recruitment publications and digital strategy around email, text, YouTube, Instagram, ...*
 - c. *We revamped our campus visit program to better connect cutting-edge technology, social and economic relevance to the student and make the campus look less sterile and more alive.*
 - d. *We purchased a national high school guidance counselor list and developed a drip campaign that feeds them content marketing based on their interests in STEM.*
 - e. *We launched a state and national awareness campaign for guidance counselors and calculus teachers that discussed STEM applications and allowed them to directly nominate students for scholarships.*
 - f. *We significantly updated our financial aid operations, so our process is cleaner and more professional. With that, we saw an 85% increase in FAFSA applications that allow us to package financial aid information for students earlier.*
2. Our academic quality has improved on all measures: SAT scores are up 30 points to 1334, ACT is up 1.5 points to 30.5 and our admitted applicant GPAs are up 0.15 points to 4.35.
 - a. *We built new micro-targeted lead generation strategies that created “templates” of desired students and targeted them at key times.*
 - b. *We built a separate undergraduate recruitment microsite for those students.*
 - c. *We developed three scholars’ programs – Provost, Alexander and Presidential – and built “segmented campaign sprints” to fill them with exceptional candidates.*
 - d. *We completed 30 STEM-Tech days addressing more than 1000 students from highly ranked Florida high school AP calculus and physics classes.*
3. Our transfer applications are up 13% with the average GPA increasing from 3.0 to 3.4.
 - a. *We designed and developed new recruitment brochures that included a website and email campaign.*
 - b. *We identified five state colleges and focused on building relationships with their calculus faculty.*
 - c. *We developed an innovative “one-year pipeline” program that allows eligible students direct admission into Florida Poly after their first year at a state college. This program*

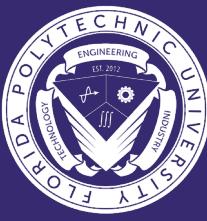


maximizes the number of credits that transfer to Poly and helps those students graduate in four years.

4. Our out-of-state applications are up 44%; our international applications are currently flat, but we note that there is an extraordinarily high number of applications that have started.
 - a. *We hired full-time regional recruiter to focus on the northeast, where the density of STEM-bound students is close to 10 times larger than in Florida.*
 - b. *We addressed strategic challenges with our global corporate partner and developed a new approach to international recruitment.*
 - c. *We purchased an international database of high school teachers, counselors and principals and are in the early process of using that information to better focus our recruitment efforts in targeted countries.*
5. Our diversity continues to improve with our female applications being up 34%, Black and African Americans applications are up 19% and Hispanic applications are up 48%.
 - a. *We continue to build a First-year STEM Program that targets low-income students with strong math skills and moderate test scores. This year we doubled the size of this program.*

Goal 2: Grow a faculty body committed to excellence

1. Faculty searches are in progress with the objective to grow the faculty body by 20% for fall 2020 (from 74 – 89 full-time faculty). All positions are posted to The Chronicle of Higher Education, Inside Higher Education and Higher Ed Jobs as well as various diversity recruiting hubs. To date, we have 336 applications.
 - a. *Searching will continue through summer*
 - b. *Targets are aligned to program-areas to meet demand*
2. Consistent with the Collective Bargaining Agreement, all of our early (pre-2017) faculty members will be reviewed this Spring for consideration for reappointment to a second three-year term. Additionally, two faculty members will be considered for promotion to Associate Professor, and two other faculty members that were hired after June 1, 2017 will be reviewed as part of the normal review process.
 - a. *Review committees formalized by Feb 14th*
 - b. *Review will start in earnest on March 3 with recommendations to Provost's office*
 - c. *Process will be completed in appropriate time thereafter*
3. We created a generous professional development package for faculty so they can become more involved in their research and academic community.
 - a. *Package provides \$3500 for each faculty member for travel*
 - b. *One-time awards for equipment and supplies are available*
 - c. *Several Poly Institutes have begun offering seed funding to encourage faculty participation*

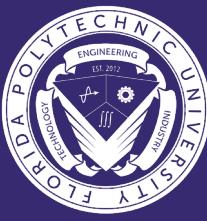


Goal 3: Improve instructional effectiveness and consistency of quality

1. Instructional effectiveness improved slightly from previous survey assessment but remains approximately one-half point lower than other 4-year public institutions.
 - a. *Results from 2019 Noel-Levitz Survey, Florida Poly scored 5.01 satisfaction on a 7-point scale with national four-year publics rating at a 5.46. (Specific question: Quality of instruction in most of my classes is excellent). This survey was administered in April 2019, the same month our Director of Teaching and Learning started (new position).*
 - b. *Continued to work with departments to produce courses that are consistent in terms of learning outcomes and grading standards, with a large emphasis on multi-section course.*
2. 100% of faculty participated in an effective Teaching and Technology Practices Workshop at fall 2019 faculty orientation. 80% of faculty engaged with Teaching and Learning in one-on-one instructional consultations.
3. Teaching and Learning conducted mid-semester student feedback surveys (fall 2019) of 1600 students in 84 courses sections for 39 faculty members providing formative feedback on instructional practices that were best facilitating student learning.
4. We grew programs and resources in Teaching and Educational Research by 100%
 - a. *Developed rich repository in Canvas of resources and tools on teaching, classroom technology and course administration*
 - b. *Facilitated educational research via developing NSF-STEM education grant proposals; working with Sponsored Research on establishing IRB, and conducted workshops on IRB, STEM-education grants, and Scholarship of Teaching and Learning (SoTL)*
5. We initiated first courses via distance learning to support on-time progression for juniors and seniors.
 - a. *Special career-focused sections of Intro to STEM and Academic & Professional Skills*

Goal 4: Grow the number of academic programs in strategic disciplines

1. We implemented three new degree programs in fall 2019 to bring our total undergraduate offerings to nine degree programs. Work this year has focused on operationalizing these programs so they can grant degrees.
 - a. *Engineering Physics – 5 enrolled*
 - b. *Environmental Engineering – 4 enrolled*
 - c. *Engineering Mathematics – 2 enrolled*
2. We created one strategic concentration that built on the Advanced Mobility Institute mission for Fall 2020: *Autonomous and Electric Vehicles (Computer and Electrical Engineering)*. We also added concentrations in *Aerospace and Mechanical Systems (Mechanical Engineering)*,



Autonomous Systems (Computer Science) and Autonomous Robotic Systems (Computer Engineering).

3. We have one new bachelors' program in process for Fall 2021: *Bachelor of Science in Cyber-Security Engineering.*

Goal 5: Mature and grow the graduate program

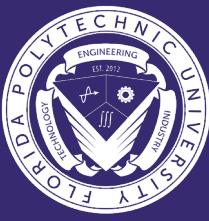
Note: The legislature granted us \$500K last year to mature and grow our graduate program and the Governor vetoed that funding, thereby significantly curtailing this effort.

1. We grew the graduate program by 52% from fall 2018 (headcount 33 to 50) to last year.
 - a. *We formalized the curricular structure for both master's degrees and expanded them to include tracks in ME, CE, EE and Engineering Management; and Data Science and Computer Science.*
2. We launched a Robotics track in the M.S. in Engineering program as a strongly interdisciplinary degree with elements from Electrical and Computer Engineering, Computer Science and Mechanical Engineering.
 - a. *We continue to explore new degree programs for future implementation.*
3. We explored limited distance learning (online and hybrid) delivery for courses in Engineering Management track (MS Engineering) and Data Science track (MS Computer Science).

(STUDENT SUCCESS) PREPARE STUDENTS FOR A LIFETIME OF SUCCESS

Goal 6: Help students achieve academic goals

1. Student Success is critical to the student experience, and we increased student access to success professionals by 33% in 2019-2020.
 - a. *Hired a leader for Student Success and Retention*
 - b. *Developed a Student Success destination on campus where the Success Coaches are readily available*
 - c. *All Fall 2019 new FL Poly students were assigned to a specific Success Coach*
 - d. *Provided faculty with a reporting system for students of concern to be reported directly to Success Coaches via Canvas*
2. An Academic Improvement Program was piloted in Summer 2019 and implemented in Fall 2019. Of those students actively engaged in the Fall 2019 Program, 84% had improved their academic standing at the end of the semester.



3. Adding to established campus experiences organized through Registered Student Organizations, Student Government and Presidential Ambassador programming, campus opportunities to engage and learn increased by 20% with the addition of new student-focused workshop series.
 - a. *Student-focused workshop series added to campus include co-curricular leadership endorsement, hard topics series, academic motivation workshops and pizza with the Provost*
 - b. *Club Row was held in Fall and Spring to allow students to connect and join campus clubs*
 - c. *Student access to outdoor activities increased by 20% with the addition of a new interactive outdoor area for students on campus (Oak Grove). This outdoor area joined other outdoor activity areas on campus (Pool, Soccer Fields, Volleyball/Basketball area and Campus Pathways).*
4. To build soft skills and business acumen we provided three learning opportunities for students.
 - a. *We hosted 6 Innovation Speaker Series to expose students to successful leaders, innovators and entrepreneurs.*
 - b. *We offered guest lecturers on How to Give the Perfect Pitch to 5 classes and our entire senior capstone program.*
 - c. *We offered an ENACTUS club for students interested in learning about and pursuing social entrepreneurship ideas.*

Goal 7: Build essential skills in communication, leadership, design and business

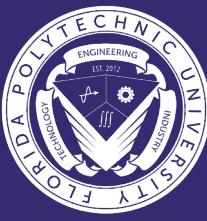
Goal 8: Embed projects in a sustainable manner to enhance professional development

Goal 9: Support students through work experience programs and career opportunities

(ECONOMIC DEVELOPMENT) GROW A HIGH-TECHNOLOGY ECONOMY AROUND FLORIDA POLY

Goal 10: Conduct and execute a realistic and sustainable industry interaction model

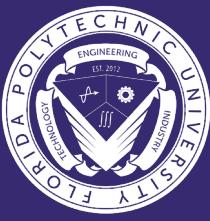
1. The percentage of industry sponsored projects slightly increased to 86% (32 of 37) from 85% (29 of 34).
 - a. *We established the role of Capstone Design Coordinator (now Director of Industry Engagement and Capstone Projects) to recruit externally sponsored projects.*
 - b. *The bi-weekly Industry Update Meeting purposefully connects various external partners with multiple avenues for University partnerships*
 - c. *We expect this percentage to remain similar moving forward as not all students wish to sign away intellectual property rights*
2. We increased the percentage of multidisciplinary projects to 43% (16 of 37) from 35% (12 of 34).
 - a. *Capstone instructors meet on a weekly basis to coordinate disciplinary specific facets of multidisciplinary projects*
 - b. *Departments have agreed to a common timeline of project deliverables and expectations*



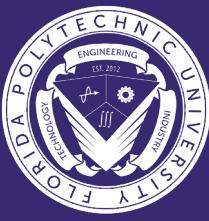
- c. *Marketing materials from the Spring 19 Showcase specifically highlighted the success of previous multidisciplinary teams*
- 3. We increased the number of students who attended the Spring 2019 Career Fair by 66%, exposing them to over 100 employers through career-related events, and we provided students with 12,153 STEM job opportunities specific to the state of Florida.
 - a. *Collaborated with the colleges and universities in Polk County to leverage our employee relationships*
 - b. *Coordinated strategic programming for professional development*
 - c. *Incorporated an additional Career Fair in the Fall semester to increase student exposure to job opportunities*
- 4. We created an entrepreneurship certificate with four courses & a total enrollment of 58 students in 2019-2020 FY.
 - a. *We launched an entrepreneurship certificate last summer with 4 courses.*
 - b. *We offered ENT2112, Entrepreneurship Opportunity Analysis in Fall 2019 and Spring 2020 with a total enrollment of 58 students.*
- 5. We offered consultations to 80 students interested in commercialization and entrepreneurial competitions where students won over \$55,000+ in prize money to date.
 - a. *We hosted an eMerge Americas Pitch Night to give our students exposure to business style presentations on our campus.*
 - b. *We offer coaching sessions for students to participate in various state and local entrepreneurial competitions. This has resulted in our student entrepreneurs winning over \$6,000 in 2019-2020 FY, and over \$55,000 in total prize money from 2016-present.*
 - c. *We offered entrepreneurial consultations to 80 students who have an idea or project with interest in commercialization of some kind in 2019-2020 FY*
- 6. In partnership with Walt Disney World, we began offering a series of eight executive education courses to industry executives from Latin American countries.
 - a. *Offered a pilot strategic planning course to 43 Latin American business executives in conjunction with Walt Disney World's executive training program for Latin America.*
 - b. *Walt Disney World added Florida Poly to its website as a partner in its Latin American executive training program.*
 - c. *Program served as a pilot for Florida Poly to offer several programs for industry executives as a financially self-supporting continuing education center*

Goal 11: Conduct applied research to strengthen University impact

- 1. We increased the number of proposals by 14%, the total number of new awards by 12%, the total dollar amount of new awards by 121% and the percentage of funds from external sources by 13%.

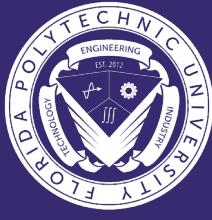


2. We established the Health System Engineering (HSE) organizational leadership and defined its strategy.
 - a. *Recruited a director (Spring 2019) and are recruiting a program manager and a post-doc (Spring 2020)*
 - b. *Established an advisory board with a broad representation of sectors and expertise within healthcare*
 - c. *Defined the HSE Center's mission, vision and goals in alignment with Poly's institutional mission goals*
 - d. *Met with various healthcare organizations within the region including LRH, AdventHealth and BayCare among others and defined projects for students and faculty*
3. We successfully launched several research programs in HSE and are more aggressively promoting our research efforts within Poly and with external healthcare leaders.
 - a. *Eleven faculty members that represent all STEM disciplines have been meeting regularly to exchange ideas and define opportunities for collaboration in research and for extramural funding.*
 - b. *HSE's Data Science Business Analytics (DSBA) faculty cohort in collaboration with Lakeland Regional Health has formalized research threat on Social Determinants of Health (SDoH)*
 - c. *We are partnering and have received IRB approval from AdventHealth to proceed with research study titled: Fitness Awareness in Young Adults.*
 - d. *We have three on-going HSE related capstone projects lead by HSE faculty.*
 - e. *We secured a \$600K NSF grant – largest Poly's federal grant to date – to create a novel pedagogical approach for STEM ethics training through internships in an industrial setting -- including healthcare environments.*
4. We increased the outside funding of FIPR by signing a 3-year \$876K agreement with Critical Materials Corporation with focus on Lithium & Rare Earths production, and we also increased our external laboratory services by 80%.
5. We refocused FIPR to grow new research missions that are more relevant and urgent
 - a. *Revamped and revitalized research focus of institute - identified four specific areas which provide assistance to industry for process improvement, address compelling environmental challenges, and serve to develop new supply chains of vital national security concerns. These areas include Water Processing, Phospho-Gypsum stacks, Phosphatic Clay, and Minerals Processing/Rare Earths.*
 - b. *Collaborating with Mosaic in securing an EPA exception to utilizing Phospho-gypsum in commercial products, as well as working on a solution to clean up process water. These are two of the biggest challenges in the phosphate mining industry.*
 - c. *Packed Column Jig project well underway to improve minerals processing which will dramatically change mining landscape. This is a FIPR self-funded project that will provide an IP revenue stream, and potential technology sales.*



6. We grew the Advanced Mobility Institute and have reorganized its operations and focused its research efforts.
 - a. *Dr. Arman Sargolzaei has officially been named the new Director of the Institute and will be responsible for its operations and research mission.*
 - b. *Dr. Rahul Razdan will continue with the Institute and will oversee industry and government interactions, provide guidance on strategic directions and build the simulation infrastructure.*
 - c. *The primary research thrusts have focused on four issues: (1) edge-case detection and accelerated learning; (2) ElectroMagnetic Interference (EMI) in sensing and communications; (3) language of driving; and (4) transportation optimization.*
7. We started a weekly research seminar series to build the research mission of the Advanced Mobility Institute with a focus on applied research.
 - a. We won a \$350K NSF Major Research Instrumentation (MRI) award for the testing and verification of AV and have submitted another proposal to the Department of Homeland Security for \$500K.
 - b. We published one journal paper and have 8 conference papers either accepted or published.
8. We strengthened our brand and impact in the Validation and Verification (V&V) of Autonomous Systems (AV) by publishing in major venues and building strategic alliances with key organizations.
 - a. *We have 6 conference and one major transaction paper, as well as two SAE Edge Reports and 9 contributing articles on Transportation for Forbes.*
 - b. *We built major partnerships with Embry-Riddle and Taltech and have several collaborations/touch points with UF, USF, UCF and IHMC.*
 - c. *We plan to host two major AV Conferences at Poly this coming year and are interacting with Standardization groups for SAE and IEEE on V&V*
 - d. *We have numerous industry connection points including Mathworks, National Instruments, Cadence, Analog Devices, Nvidia, Beep, Jacksonville Transportation Authority (JTA), TUV-SUD, SunTrax and ACM.*
9. We continue to work with SunTrax as they rebuild their efforts after organizational difficulties these past two years.
 - a. *Met with new leadership and continue to discuss the importance of our collaboration to the success of SunTrax*
 - b. *In discussion with the new DOT secretary and the CEO of Florida Turnpike on the creation of a MS course in Transportation Technology to help them retain their mid-career engineering and technical management personnel.*
 - c. *The contract for the Operation and Maintenance of SunTrax is now underway: The construction of the in-field AV test grounds is also now underway.*

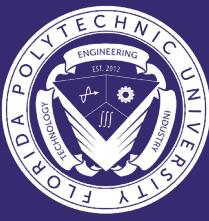
Goal 12: Develop extended campus to support University growth



1. In an effort to support campus operations, and increased utility efficiencies, the University has entered into an agreement that brings reclaimed/redundant water lines to campus, affording us 100% redundancy in potable and grey water.
 - a. *Negotiated an agreement with the City of Auburndale, partnering with SWFMD, that allows the University to use reclaimed water with no utility fees for 50 years*
 - b. *Hired a design consultant to design systems to support the use of reclaimed water for irrigation and chilled water make up*
 - c. *Coordinated with the City of Lakeland to bring a redundant interconnect water supply from the City of Auburndale, to afford the University a backup source of water*
 - d. *Hired a design consultant to review the projected campus growth and outfit the chiller Plant to maintain redundancy with the addition of the ARC*
2. Initiated/completed a study to compare the space deployment of the IST, the projected deployment of the ARC, and finalized the program of the ARC to support 100% of the current academic research mission/growth projection through 2026
 - a. *Analyzed the deployment of space in the IST to deploy efficiencies, and determine shortfalls, to support the Applied Research Center Program*
 - b. *Programed the Applied Research Center to support academic program growth and overcome facility shortfalls of the current academic facilities*
 - c. *Began construction on the Applied Research Center*
3. Initiated/completed a plan to leverage outdoor spaces on campus, to support and encourage interaction of students, faculty, and staff campus wide increasing useable space by 5%.
 - a. *Designed and installed sidewalks to provide easier access to the South end of campus*
 - b. *Designed an interactive outdoor campus model to maximize the use of outdoor spaces*
 - c. *Constructed a portion of the interactive outdoor model adjacent to the SDC (Oak Grove)*
4. We continue to socialize and work with two developers to build an Innovation District and research park around the campus that stimulates the Polk County high-tech economy and creates an ecosystem that attracts students from across the state.
 - a. *We helped developers assess the land and are working directly with one now that is in discussion with Williams on purchasing the property.*
 - b. *We continue to publicly advocate that warehousing developments should be built outside the innovation district and have worked with city and county officials to locate them other places.*
 - c. *We are working to create a Research Development Authority (RDA) to help with the creation of the park. Obtained BOT approval of a resolution to partner with the RDA and completed drafts of a county resolution and ordinance for that RDA.*

(AFFORDABILITY) MAXIMIZE VALUE FOR THE STUDENT

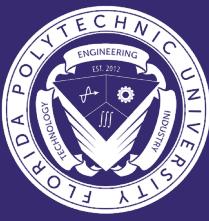
Goal 13: Create a strong student user experience



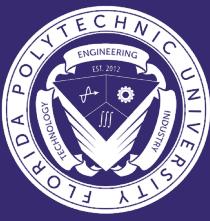
1. To improve student services and foster better decisions, the Registrar Office validated transfer credit for 95% of our students and manually reviewed the Academic Standing of all students.
 - a. *7% of the 17,546 records needed a second review and only 26 records required a manual cleanup after IT conversion*
2. We helped 200 freshmen with their career planning and professional goals.
 - a. *A "Resume Desk" was added to the Commons, providing for 24 additional career development support hours on campus each week.*
 - b. *Collaborated with Microsoft and the First Year Experience Coordinator to develop professional development training for freshmen*
3. We built an innovation support software system, the Phoenix Nest, that allows us to offer a world class student innovator experience at Florida Poly at 1/10th the cost of comparable universities with higher outcomes.
 - a. *We have over 440+ students on the software currently, around 1/3rd of our student body. Most universities struggle to engage 1% of their students with entrepreneurial support.*
 - b. *In September 2019, we were a finalist for the "Exceptional Activities in Entrepreneurship Across Disciplines" award at the Global Consortium for Entrepreneur Centers (GCEC). Other finalists were Texas A&M, Penn St., Harvard, and Florida St.*
4. A strong student experience includes a student being healthy and able to participate on campus. In 2019-2020, we grew our Mental Health offerings by 50%.
 - a. *Access to clinical support grew by 50%: Three additional licensed counselors are available on campus, offering students a range of clinical expertise to support their well-being.*
 - b. *Access to mental health education grew by 50%: Four new workshops focused on the healthy individual were offered to students that address depression, mindfulness, suicide awareness and mental health first aid.*
5. We successfully negotiated to take over Residential Life in October 2019, resulting in a 100% increase in University efforts to create a strong user experience in the residence hall.
 - a. *We hired an Assistant Director of Residential Life and Resident Assistants.*
 - b. *In January we conducted an extensive Residential Assistant training to ensure the campus safety net was fully established.*

Goal 14: Concentrate spending on academic programs

1. Enterprise Systems leveraged the use of existing and new technologies to make our administrative operations more efficient and cost effective.
 - a. *Completed approximately 318 business process changes*
 - b. *Voting members of the Workday Operations team reviewed, vetted and approved approximately 20 change managements*
 - c. *Developed 108 new Workday reports to improve automation of reporting*



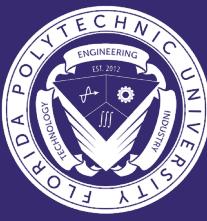
- d. Acquired new functionality, e.g. Workday Student and Adaptive Insights budget planning and forecasting
 - e. Created new processes, e.g. Special Administrative and push-button Monthly Budget to Actuals
2. Enterprise Systems provided employee education through training, workshops and conferences.
 - a. Approved 183 Workday training events provided by Workday Education
 - b. Funded 7 staff to attend the Workday Rising Conference in Orlando and 2 staff attended the Adaptive Insights Regional User Group meeting in Tampa
 3. Enterprise Systems ensured efficient and effective use of the ERP and a satisfactory experience.
 - a. Maintained and upgraded Workday to facilitate the processing and standardization of 70,411 common financial transactions, 2,726 HCM transactions; 7,324 payroll transactions
 - b. Resolved 62% of the Workday Support Tickets logged in one day or less than 24 hours
 - c. Moved manual or paper processes into Workday by activating or up-taking 30% more of Workday functionality and new features
 4. To provide key stakeholders more efficient/valuable information for decision making, the Finance and Accounting team created push button dash boards to deliver relevant financial information.
 - a. Reduced the period close time from 7 to 5 days to provide timely reporting.
 5. We performed a comprehensive review of the Foundation's CRM software and made the decision to migrate to a more comprehensive and better product, Blackbaud Raisers Edge NXT that additionally provides a budget savings of 7%.
 - a. Previously, the Foundation had seven different software programs integrated into the University's existing CRM platform producing what Blackbaud provides in one CRM solution.
 - b. Greater potential for future budget savings if other units can utilize Blackbaud's solutions included with the program such as email, marketing, events and finance
 6. We completed several initiatives that address BOG reporting requirements for Performance Based Funding, correct internal processes and begin conversion to a new Student Information System.
 - a. Completed NSC Enrollment and Degree Verify reporting
 - b. Excess Hour calculations were validated by ensuring that 100% of currently enrolled students have correct high school graduation dates and FTIC enrollment dates
 - c. Created a real-time access for Excess Hours for 100% of the undergraduate students
 7. To improve university processes, we launched a Lean Six Sigma program that provides professional development opportunities for our employees while improving our internal processes.



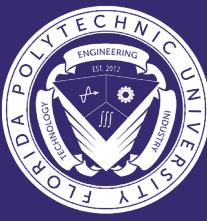
- a. *To date, 32 employees have taken the training with 15 completing their yellow belt certification.*
- b. *Five employees are currently completing a lean yellow belt course and six employees are completing a green belt six sigma course.*
8. In an effort to simplify processes for students and employees, the University implemented new software management programs that automate and streamline processes.
 - a. *Parking management software, NuPark*
 - b. *ID Card management software, Atrium*
 - c. *Package Tracking software, Hermes (developed by Florida Poly students)*
9. To improve student success by ensuring every student is prepared for the first day of class, Barnes and Nobles FirstDay pilot program was implemented which making course content available on First Day of class.
 - a. *Two courses were selected for pilot program*
 - b. *47% of students opted-in to the program and <1% of students opted-out of program*

Goal 15: Continue advocacy efforts to support University growth and reputation

1. We conducted an economic impact analysis for Florida Poly that measured the impact of the institution's programs and activities. This study found that last year we had a total \$290M impact with \$160M in GDP growth and \$96M in labor income.
2. To increase legislative advocacy efforts, we met with 18 current and future state leaders including Congressman Spano and Governor DeSantis' Chief of Staff
 - a. *Held legislative advocacy retreat with contracted lobbyists and university staff to identify key influencers and map our 2020 priorities and strategy*
 - b. *Developed legislative funding requests through the Board of Governors for the Applied Research Center and the Universities of Distinction*
 - c. *Held weekly phone calls with contract lobbyists regarding execution of strategy*
 - d. *Coordinated with University Relations to send weekly Capitol Updates during legislative session (good news/accomplishment articles)*
3. To build our brand in Tallahassee we held 23 separate meetings with key stakeholders
 - a. *Met with staff members of the Board of Governors, House, Senate and Governor's office*
 - b. *Identified and engaged community and industry partners to advocate for priorities*
 - c. *Strengthened the relationship with the Florida Chamber of Commerce which resulted in video broadcasts of Dr. Avent on the state of the University and Dr. Razdan on the progress at AMI and regular sharing of Florida Poly items on the Chamber's social media*
4. We established a Foundation goal of \$2.5M in net production for FY2020, which is a 350% increase over FY2019. To date, the net production total is \$828K surpassing last year's total and on target for our goal.



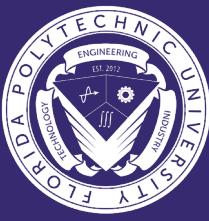
- a. Completed our first annual fund, year-end campaign for alumni, community and faculty/staff. The total raised was ~\$51k.
 - b. We created a pipeline report tracking all solicitations on gifts we expect to book for fiscal year 2020. The current pipeline projection indicates we have pending solicitations totaling \$6,300,000 to date.
 - c. Communicated expectations for frontline fundraisers key performance indicators (kpi) and updated job descriptions to reflect the new metrics expectations
5. We created a comprehensive professional development program providing access to cloud-based training in fundraising. Since November 2019, the Advancement team has completed:
 - a. Five webinars, 19 training in progress and three white papers reviewed
 - b. The training program has 1924 course/resources available for the Advancement team's professional development.
 6. We established the Florida Polytechnic University Alumni Association providing a formal platform for our alumni to engage with the University, network with other alumni, give back to support Florida Poly and assist fellow alumni as they enter the workforce.
 - a. Seniors graduating are participating at a rate of 43% in support of Florida Poly. The Alumni Association will assist with continued communicating great news about the University, fellow alumni and important opportunities to support Florida Poly and maintain a strong retention rate.
 7. To promote Florida Poly's brand and reputation we increased our media exposure by 2% and ensured the President and University appear (via earned media) in at least 3 state-wide publications.
 - a. We proactively send a minimum of one press release per week to a large target market of diverse media outlets with the intent that 50% of them get picked up. We also strategically place high-interest stories on the PR Web and monitor and track media analytics.
 - b. Identified and capitalized on opportunities to feature the University and President in regional and state-wide publications such as magazines, podcasts, and media interviews. Outlets include: Florida Business Journals, Florida Trend, Florida Chamber of Commerce, Invest TampaBay, and Fluent in Floridian.
 8. To grow brand recognition and awareness of Florida Poly, we increased our social media reach across all University channels by 3% (University channels: Facebook, LinkedIn, Twitter, Instagram, YouTube, GIPHY). We also increased the President's social media presence by 3%. (President's channels: Instagram and Twitter)
 - a. Implemented an organic and paid strategy to support the University's strategic plan, historical milestones, and culture
 - b. Created platform specific content to increase engagement and awareness
 - c. Implemented and trained 13 students to "takeover" the University's Instagram Stories to show our audiences what their life is like as a student at Florida Poly



- d. Strategically produced over 35+ videos that showcase the University's culture, student life, and historical milestones
- 9. To improve our existing web content and support the communication goals of the University, we increased the number of new web pages by over 50% (from 2900 to over 4300 pages of relevant content) and we will launch a new website in April of 2020.
- 10. To drive traffic to our website and increase awareness, we increased SEO (Search Engine Optimization) by over 5% or 175,000 new users and have increased new users of the Florida Poly Mobile app by 10%.
 - a. Developed and positioned content for each specific social media channel through meeting user expectations and behavior for each platform that drives traffic to the websites. As a result, we saw a +16.4 % increase in website sessions originating from the University's social platforms over last year
 - b. Launched a statewide digital advertising campaign that drives traffic to the website (from platforms such as: social media advertising; Google Ads; Florida Trend; Tampa Bay Business Journal; Chronicle of Higher Education; Florida Politics; Channel 8 weather cam; NPR; and WAZE)
 - c. Continued implementation of our campaign to increase usage of the University's mobile app

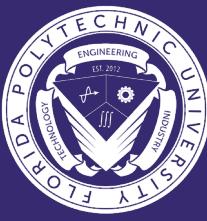
Goal 16: Ensure a highly effective organization

- 1. Human Resources improved campus-wide morale by adding an Employee Relations Specialist who has had 148 meetings with employees for advice and consultation on employee relations issues, eliminating the need for further action. This position also serves as HR liaison for collective bargaining.
- 2. To improve campus-wide camaraderie and awareness of opportunities, Human Resources expanded 5 employee events and improved methods for collecting measurable data.
 - a. Expanded orientation (added a Segment II) for all new employees and added an evaluation to collect awareness and satisfaction data
 - b. Developed and implemented "stay-interviews" for current employees to capture retention data and prevent unnecessary turnover
 - c. Revamped "exit interviews" to be administered on-line with metrics that can now be measured and analyzed
 - d. Improved annual Poly Perks event and Open Enrollment Fair and participated in developing Diversity Fest and Ablaze events for employee awareness and engagement
 - e. Enhanced the diverse, campus-wide Employee Activities Committee (EAC) which plans and implements monthly activities and special events for all employees
- 3. To promote a more effective organization, Human Resources offered a comprehensive training program for employees that included 12 new professional development sessions for Fall 2019, 5 higher level management/supervisory sessions to date for Spring 2020, the addition of Kognito

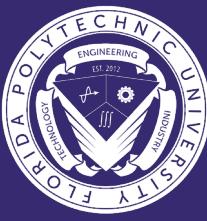


Mental Health training as initiated by BOG, and continuation of Six Sigma training administration.

- a. *Sessions for Fall 2019 resulted in 113 total attendees (average 9.42), who ranked the sessions a 4.88 out of a 5.0 satisfaction score*
4. Human Resources promoted the hiring and retention of quality employees and worked with hiring managers to facilitate 184 new hires (including student workers), 28 promotions, and 40 terminations.
 - a. *Worked with hiring managers and supervisors in fiscal year 2020 to create 23 new positions and facilitate 184 new hires (17 faculty, 23 staff, & 144 students), 28 promotions (1 faculty & 27 staff), 40 terminations, voluntary and involuntary (20 faculty & 20 staff)*
 - b. *Led 4 campus-wide searches for key positions including Chief of Police, AVP/Controller, and two searches for AVP/HR, one with a national search firm and one Florida Poly search*
5. To improve our Title IX program, we increased our online report services by 40%, conducted two formal investigations for sexual misconduct and two formal investigations for discrimination. We increased online training efforts by 50% and conducted 11 ongoing educational programs regarding sex, consent, sexual misconduct and healthy relationships.
 - a. *Developed process and incident report form for Residential Life and Academic Integrity*
 - b. *Created Title IX for employees refresher course*
 - c. *Place mandatory requirements for completion for all new incoming students*
6. To improve our American Disability Act (ADA) program, we increased the number of American Sign Language (ASL) providers by 50%, completed a self-evaluation on best practices and compliance and developed a golf cart transportation service.
 - a. *Completed four tours with employees that examined facilities, classroom accessibility and website*
 - b. *Conducted focus groups for both students and employees*
 - c. *Provided opportunity for online submissions*
 - d. *Worked with student affairs to secure student workers to drive golf cart when needed*
7. Audit and Compliance increased their reports by 28.5% and administered an effective compliance and ethics program to promote a culture of ethics, compliance, risk mitigation and accountability.
 - a. *Investigated and reported on two reports related to UFF grievances*
 - b. *Processed 13 allegations and reported to the Audit & Compliance committee*
 - c. *Performed ethics trainings with one workshop and two employee orientations*
 - d. *Performed 57 consultative services to various university departments to assist them in achieving their strategic and operational objectives in compliance with State laws, rules, and regulations*



8. To enhance our computing systems and services, we refreshed our network, server and computing platforms to significantly increase the expected lifespan.
 - a. *Network hardware age improved from 100% to 14% of the expected lifespan*
 - b. *CAMS web servers age improved from 100% to 10% of the expected lifespan*
 - c. *Refreshed 38% of employee laptops and improved age from 100% to 62% of expected lifespan*
 - d. *Refreshed 34% of computing lab desktops and improved age from 73% to 49% of expected lifespan*
 - e. *Relocated wireless access points in the IST building to improve connection quality and speed*
9. To improve system security we enhanced confidentiality, accessibility and integrity of our institutional data by:
 - a. *Blocking account hacking by adding multi-factor authentication to all employee email accounts, improving protection coverage from 0% to 100%*
 - b. *Providing secure, anywhere access to data by migrating employee's files to Microsoft OneDrive and Teams, improving our on-premises to cloud storage ratio by from 47% to 69%*
 - c. *Improving our standing on Microsoft's Office 365 Secure Score (an external benchmark of information security) by 10% from 162 to 179*
10. We settled two federal cases; split decision in one PERC case and successfully defended the University in two charges of discrimination. We won two arbitrations related to UFF grievances and successfully resolved six other grievances.
11. We successfully completed the first reopen for the Collective Bargaining Agreement with United Faculty of Florida - Florida Poly Chapter.
 - a. *Negotiated the amendment of 3 Articles (Salaries, Leaves, Performance Evaluations) and made technical corrections to 17 of the 28 Articles and 3 of the 4 Appendices*
 - b. *Amended CBA unanimously ratified by Executive Committee of BOT; UFF-Poly Chapter voted 24-2 in favor of ratification*
 - c. *Began preparations for reopen negotiation commencing in February 2020 and full book renegotiation commencing in FY20-21*
12. We completed 55 public records requests within an average of 4.65 days of receiving the request.
 - a. *Completed public records request within an average of 2.23 days one records were received by OGC*
 - b. *Responded to 2 third-party subpoenas for discovery*
13. We completed a review of eight policies and regulations and provided training to the University community. We also completed legal review of over 30 contracts.



- a. *Three additional policies or regulations are in process and eight additional policies or regulations are in the review stage and close to adoption*
 - b. *Participated in three trainings on the Student Code of Conduct for hearing bodies, resident assistants, and student affairs*
 - c. *Conducted five trainings on public records and sunshine law, including the orientation video for the BOT*
 - d. *Facilitated a training on the rights and obligations under CBA for department chairs*
 - e. *Facilitated webinar training on Navigating the Legal Issues of Residence Hall Life*
14. To promote safety and security of the University we provided 10 Active Assailant classes to all Faculty, Staff and Students. We continue to offer these classes through HR onboarding to new employees, where we also provide educational safety, crime prevention, anonymous witness and see something/say something programs.
15. We conducted 29 safety programs resulting in a 96% satisfaction.
- a. *Provide highly visible interaction with campus community.*
 - b. *Provide proactive patrols of parking lots and roads.*
16. We ensure a safe and secure campus environment by having a 9.5 minute or less response time 90% of the time. In testing we achieved a two-minute response time more than 90% of the time.
17. To promote a more efficient organization, Business Services was reorganized and rebranded into Auxiliary Enterprises. Standardized operating procedures were created and implemented to improve internal customer service.
- a. *Implemented charge back process through Workday Internal Service Delivery allowing Auxiliaries to charge back cost centers for Auxiliary related services such as mail and copy/print.*
 - b. *Implementation of University Ticketing System as a streamlined response system for all email inquiries.*
 - c. *Created an all-encompassing Auxiliary Enterprise Service Center rather than separate locations to meet customer service needs.*